

QUARTERLY PUBLICATION

**COWBOYS**

# Stadium

## SCOREBOARD

10 20 30 40 50 Vol. 1, Issue 2 • February 2006

## COWBOYS STADIUM OPENING IS ON TRACK FOR A FALL 2009 FOOTBALL SEASON

**The Stadium Scoreboard  
chronicles the progress  
of the Cowboys Complex  
Development Project  
from bond sale to kick off.  
This quarterly publication  
is produced by the City  
of Arlington especially  
for the taxpayers of Arlington.**



Several major steps in the development of the Cowboys stadium occurred between November 2005 and January 2006. Land acquisitions are nearly complete as is demolition of structures in the core project area.

In addition to structure demolition, tree harvesting has also begun. It is anticipated that several trees will be harvested and relocated.

The Real Estate Team has acquired approximately 86 percent of the identified property in the Core Project Area and, to date, 100 percent of the residents in the multi-family properties have relocated.

The Cowboys are developing a construction mitigation plan that details how the construction site will be laid out, and where materials will enter and exit the area.

On January 31, the Dallas Cowboys announced the general construction manage-

ment team for the new stadium. Manhattan Construction Company, in strategic alliance with two minority-owned firms, Rayco Construction and 3i Construction, are the general contractors to build the new stadium. Construction is scheduled to begin in late spring 2006.

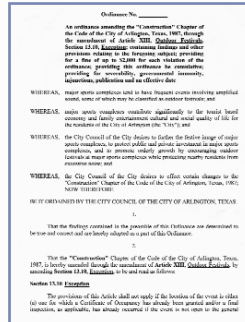
The Dallas Cowboys Football Club is fast becoming an active participant in the community. During this past year, the Club awarded more than \$17,000 for community betterment, and provided sports training opportunities for Arlington youth and adult coaches.

Development projects, legal matters and financing are progressing, and the stadium opening is on track for a fall 2009 football season.



The **Legal Team** continues to work on important legal issues associated with the development of the stadium. This quarter, new ordinances were discussed and are in the process of being approved by the Arlington City Council to address issues unique to the city. The ordinances include:

- Prohibiting ice chests within the major sports complexes without consent
- Regulating sales of goods on complex property
- Prohibiting throwing objects or substances during scheduled events
- Prohibiting unauthorized entry into restricted areas
- Prohibiting remaining at a tailgating facility longer than allowed after a scheduled event
- Clarifying that sports complex events are within an excep-



tion to the requirements of city ordinances regulating Outdoor Festivals

- Prohibiting ticket scalping
- Regulating the resale of event tickets
- Establishing sign standards and regulations relating to the area surrounding major tourist attractions and major sports complexes
- Establishing sports complex landscaping requirements

In addition to ordinances, the Legal Team has been involved with 80 hearings in conjunction with the acquisition of 143 properties. When property owners and the City of Arlington are unable to reach an agreement of sale, cases are referred to court-appointed commissioners who determine the market value of each property.

Number of hearings: .....80  
Number of hearings pending: .....5  
Number of appeals filed: .....78



The **Finance Team** has concentrated on bond financing and payment authorizations for the Cowboys Project. Members of the Team went to New York in December to discuss insuring and financing of bonds.

The Finance Team, assisted by Public Financial Management, Bank of America, and Vinson and Elkins, is working with the Dallas Cowboys Football Club on the User Bonds. As defined, User Bonds will be secured by an admissions tax and parking tax for events at the stadium. They will also be secured by a guaranty of the stadium tenant. The User Bonds will be issued by the City and will fund a portion of the project costs. Proceeds from these bonds are expected to be available in March 2006.

**\$79.9 million**  
Project costs to date

In addition to bonds, the Finance Team is responsible for making payments on complex related expenditures. Expenditures through February 1, 2006, total \$79,928,311. These project costs are paid out of a trust account jointly controlled by the City and the Cowboys. With the exception of \$114,297 paid for by Tarrant County for the design of Baird Farm Road, the City and the Cowboys have each paid 50 percent of the project costs.

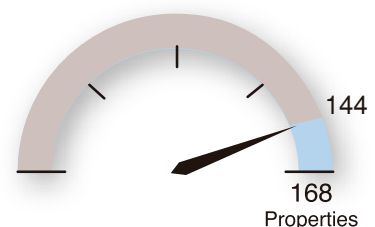
The City pays for land and related expenditures directly and is reimbursed from the project account. As of January 10, 2006, approximately 2,200 payments for land and relocation costs have been made by the City of Arlington.



Since November 2004, the **Real Estate Team**, assisted by Pinnacle Consulting, and Thompson and Knight, identified 168 properties and acquired 144 properties in the core project area. This represents approximately 86 percent of the properties within the core project area.

During this reporting period, all of the multi-family properties and some business properties were also acquired. To date, 98% of the single-family residents and 100% of the residents in acquired multi-family units have relocated.

Number of Tracts In Possession by the City in the Project Area





The **Fair Share Agreement Committee** and KStrategies Group LLP continue to be a winning combination.

Monthly Fair Share Agreement

Committee meetings are forums for discussing minority and women-owned business enterprises and the contracting opportunities available through the \$650 million Cowboys development project.

"It's a very healthy discussion," said M/WBE Coordinator Katrina Keyes, who facilitates the quarterly meetings. Keyes is the president of KStrategies Group LLP hired to monitor compliance and objectives of the Fair Share Agreement (signed in 2004 by the Dallas Cowboys and the City of Arlington).

Each quarter, the Committee reviews status reports and monitors compliance with the stated objectives in the Fair Share Agreement.

City leaders said the agreement represents the strict commitment of all parties to include minority and women-owned enterprises in all aspects of the design, procurement, development and construction of the Cowboys Complex.

Now that the construction management team is in place,

the actual fulfillment of the Fair Share goals will be a process that runs through the subcontracting agreements. Subcontracting participants will be required to accept the Fair Share goals as part of the fulfillment of their contractual obligations. The substance of meeting or exceeding the Fair Share goals will take place when work begins on the first of what will be approximately 100 subcontracts over the next three years to construct the venue.

The Committee is diverse and representative of the

different races and ethnic backgrounds of the Arlington/ Tarrant County community. The Arlington Hispanic Chamber, African American Chamber of Commerce, Tarrant County Asian American Chamber and Women's Business Council are among the members at the discussion table each quarter.

"This is one of the best systems I have seen," said Emelia Menthe, who serves on the committee as a representative to the Women's Business Council-Southwest. The Council serves the business interest of women in North Texas,

Arkansas, Oklahoma and New Mexico.

"This system is bringing together all relative parties so that everyone has input and everyone's questions are answered," Menthe said.

After each meeting, committee members share the information they receive with their member organizations and businesses.

Katrina Keyes noted, "Together, we are identifying opportunities that welcome and encourage more participation from minority and women-owned businesses in the development of the Stadium project."

All minority and women-owned businesses interested in opportunities and upcoming events on the Cowboys Complex are encouraged to register at [www.kstrategies.com](http://www.kstrategies.com) or call 214-468-8737 Ext. 1.

#### M/WBE Facts as of January 26, 2006:

- 232 - Number of registered minority and women-owned firms
- 140 - Number of individual meetings held with minority and women-owned firms
- \$4 million - Dollars paid to M/WBE firms of the total \$11.6 Million in contract dollars paid
- 35% - Contract dollars paid to minority and women-owned firms

*\* Excludes \$68.3 Million in non-contract dollars paid by the City to purchase land, utilities and relocation to residents.*

#### Mark Your Calendars: Upcoming Cowboys Complex M/WBE Networking Events

**7:30 a.m. Friday, March 17**

Construction Zone Breakfast at  
Entrepreneur Expo  
Fort Worth Convention Center  
[www.entrepreneurexpo.org](http://www.entrepreneurexpo.org)

**9 a.m. Saturday, April 29**

Minority Business Mega Mixer  
Arlington Council Chamber



**The Fair Share Committee — Monitoring Compliance and Objectives of the Fair Share Agreement**

**The Fair Share Agreement Committee celebrates a major accomplishment this quarter. A strategic alliance between Manhattan Construction Company, Rayco Construction and 3i Construction has been created to direct the construction of the new Stadium.**

*"The selection of a Hispanic-owned business and an African-American owned business demonstrates a strong commitment to the spirit of the Fair Share Agreement."*

— Katrina Keyes, M/WBE Coordinator







Since November, the **Development Team** has worked on mitigation plans, the development of Baird Farm Road and the new bridge plans for Interstate 30. The Team coordinated demolition and utility removal from the Core Project Area and met with the Corp of Engineers.

### **Stadium Roadway Improvements**

Conceptual plans for Baird Farm Road from Interstate 30 to Division Street, and Rogers Street from Collins to Johnson Creek have been submitted and reviewed by the Development Team. Baird Farm Road is on schedule to becoming an important gateway to the city's Entertainment District, Arlington Mayor Robert Cluck said. It will become a six-lane boulevard connecting the venues north of I-30 with the attractions south of the interstate. The expanded Baird Farm Road will become another north/south thoroughfare, relieving traffic congestion on Ballpark Way and North Collins Street.

A final set of construction plans are being completed by Graham & Associates for Baird Farm between Nolan Ryan Expressway and Randol Mill. Construction is scheduled to begin in late 2006, after the Texas Rangers major league baseball season.

### **Previously Designed Roadway Improvements**

Much of a community's character is conveyed by its roadways and highways. Careful and cost-effective planning continues to occur in the Stadium Core Project Area.

Since 1990, several roadway improvements have been planned along I-30 and SH 360, including the re-design of sections of the interstate, and interchange on 360, and new bridge gateway enhancements at Center Street, Collins Street and Baird Farm Road. The project includes frontage roads, HOV lanes, and other improvements designed to move people safely through the city.

Originally, the Center Street Bridge was a part of the I-30 bridges design. It has now become a separate improvement project that is scheduled to go out for bid in late 2006. The Arlington IH30 project includes the area east of Cooper and west of Ballpark Way. The project will be bid in two packages. The first package to bid is the Center Street Bridge. The remainder of the improvements will be bid in 2007.

During this quarter, the City Council authorized a \$4.5 million design contract with Halff Associates for the planned

interchange at SH 360 and Division Street. The construction phase of this transportation improvement project is expected to begin in the Fall 2007.

Other roadway improvements have been submitted to the County for inclusion in the 2006 Tarrant County Transportation Bond Program. The widening of Stadium Drive from Chapman Cutoff to Abram Street is one of many improvements the City has submitted. The Bond Committee is scheduled to present project recommendations to the Tarrant County Commissioners in March 2006. The Bond Election is scheduled for May 2006.



### **Utilities**

The Arlington Water Utilities Department continues to coordinate utility transfers and disconnections related to structure demolitions in the Core Project area. As of early January, water services were disconnected from 80 properties, including three apartment complexes.

This quarter, the department analyzed potential impacts on the Arlington water distribution system from development associated with the stadium project and the potential economic development in the Entertainment District. The analysis confirmed that the Water Utilities Master Plan contained the capacity for these water and sewer needs.

Other Water Utilities projects include the design for a water line between Collins Street and Interstate Highway 30, as well as utility adjustments and relocations associated with the Interstate 30 Project.

### **Johnson Creek**

In January 2005, Applied Ecological Services (AES) was retained by the Texas Rangers and Cowboys to draft a plan outlining opportunities for storm water, ecosystem restoration

and recreation improvements within the Johnson Creek corridor.

AES and its environmental planners have been working with City of Arlington staff to develop a new Johnson Creek



Conservation Plan that will address erosion and sedimentation control, recreation improvements, and land needed for any ecosystem restoration. This plan is scheduled for completion in March 2006.

Simultaneously, city staff members are working with US Army Corps of Engineers officials to identify ecosystem restoration alternatives throughout the city that will offset any anticipated impacts of development within the Entertainment District.

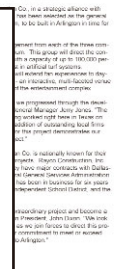
AES has submitted two "General Permit" applications to the Corps of Engineers, on behalf of the City of Arlington. One is for the construction of Baird Farm Road, which will impact a tributary of Johnson Creek, and the other is for the extension of Rogers Street, which will cross Johnson Creek. A separate "Individual Permit" has been submitted to address proposed erosion, sedimentation, and wetland improvements for Johnson Creek.

In the Media Room, the **Communication Team** is working to develop strategies for keeping the public informed.

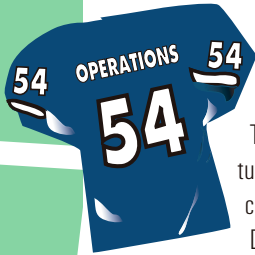
This quarter, the Communication Team assisted the Cowboys with the announcement of a general construction management team. Media releases were prepared and distributed. In addition to the Cowboys Project newsletter and the quarterly Stadium Scoreboard, the Communications Team is working to expand communications to include residents and businesses in the core project area. The plans include community and neighborhood meetings, improving the City web pages dedicated to the development, implementation of a web camera, and additional communication pieces about stadium construction.



- 2 - Quarterly Cowboys Stadium Scoreboard Newsletters
- 3 - Monthly Cowboys Project Update
- City News Release - Responding to Cowboys Announcement
- Expanded Web pages with detailed information and Q&A's
- Coming in 2006...Real-time video web-cam at construction site



The **Operations Team** continues to coordinate the land acquisition, demolition and public safety for the Cowboys Complex development in the core project area.



### **Public Safety in the Core Project Area**

Public safety members of the Operations Team monitor all City acquired vacant structures in the project area and immediately report crime and safety issues to the Police and Fire Departments.

For this quarter, Arlington Police Department reports a 24 percent decrease in the number of crimes in the area. This decrease occurred in November and December 2005, when compared to the September & October 2005 time frame.

Also, the Arlington Police and Fire Department were able to make use of vacant multi-family structures in the core project area for training purposes. This type of training helps to increase the technical skill levels of Police and Fire personnel who respond to emergency calls at multi-family structures.



### **Single-Family Structure Demolition**

As of January 23, 74 percent (77 structures) of the single family structures in the Core Project Area have been removed. Service utilities (such as electric, gas, water and cable) to acquired properties are being terminated and removed as well.

In addition to utilities, D-Tech, Inc. continues to conduct asbestos assessments on all properties scheduled for demolition. Approximately 75 percent of the single family structures and 58 percent of the multi-family structures have been abated.

Storm Water Pollution Prevention Plans have been submitted and approved. These plans are used to coordinate demolition procedures and planning between the City of Arlington, Tarrant County and project contractors.

A checklist has been developed to ensure the demolition process occurs in sequential order and in compliance with the demolition permits. Two verification checkpoints have been authorized and are being monitored by Bureau Veritas and city staff to ensure the safety of everyone on the work site.



### **Multi-Family Structure Demolition**

As of January 23, 2006, 602 of the 1,046 multi-family units have been removed. Two apartment complexes, the Waterford and Collins Court, remain to be demolished.

Temporary fencing was erected around all six multi-family apartment complex perimeters to ensure the public's safety, and to prevent property crimes and criminal mischief.

Also, Peach Street has been closed and fencing installed to prevent access to the street except by authorized personnel.



### **General Contractor Selected for New Stadium**

The Dallas Cowboys announced January 31 the selection of Manhattan Construction Co., in a strategic alliance with local minority owned firms Rayco

Construction and 3i Construction, as the general construction management team of the new Dallas Cowboys Stadium.

This alliance, led by Manhattan Construction, brings together management from each of the three companies to direct the on-site construction of the Dallas Cowboys Stadium.

This group will direct the construction of a retractable-roof stadium designed by architect, HKS, with a capacity of up to 100,000 fans, which features open end zones linked to fan decks, the latest in artificial turf systems, restaurants, shops and gathering places.

"As a consultant, Manhattan has been a part of our organization as we progressed through the development of this stadium project," said Dallas Cowboys Owner and General Manager Jerry Jones. "The experience they have in this type of construction is invaluable, having worked right here on Ameriquest Field in Arlington, Texas, and Reliant Stadium in Houston.





The addition of outstanding local firms Rayco Construction and 3i Construction to our management team for this project demonstrates our commitment to incorporating minority firms in every step of this project."

Arlington Mayor Robert Cluck welcomed the news.

"This announcement demonstrates not only the good faith effort of the Cowboys, but the success that can be achieved when we work together," Cluck said. "I am proud of the work of the Fair Share Agreement Committee. We expect this to be the first of many such successes."

With 110 years of experience in the industry, Manhattan Construction Co., is nationally known for their successful and award winning management of large and complex projects. Rayco Construction, Inc., is a general construction company with 25 years of experience. They have major contracts with Dallas-Fort Worth Airport, the U.S. Army Corps of Engineers, and the federal General Services Administration (GSA). 3i Construction, Inc., is a general construction company that has been in business for six years and has major contracts with Dallas-Fort Worth Airport, the Dallas Independent School District, and the University of North Texas.

Although the Dallas Cowboys will not play their first game in Arlington until 2009, the organization is already becoming a member of the community through their involvement in making special appearances, providing donations, and hosting football clinics and special programs.



➤ The **Dallas Cowboys JUNIOR Community Quarterback Award** program, launched in September 2005, recognizes student-initiated service projects focused on community betterment. The program rewards those students who exemplify leadership, dedication, creativity and a commitment to improving the community they live in. Recipients are awarded grants from Gene and Jerry Jones Family Charities to fund their continuing volunteer efforts.

In January 2006, **eight student grants** were awarded in the Metroplex. Four grant recipients were from Arlington, including the two overall winners who each received \$5,000 for their community project: Ms. Sara Eaton from St. Alban's Episcopal School was recognized for her effort to raise funds to build an age appropriate and safe playground at the school's new facility. Mr. Amun Shori, representing the Student Council at Sam Houston High School, was recognized for the group's effort to teach younger students across the district to say "no" to drugs, alcohol, racism, tobacco and strangers (DARTS).

➤ The annual **Dallas Cowboys Coaches Clinic** is a complimentary one-day teaching clinic for over 600 area middle school and youth football coaches, including 32 Arlington youth organizations and middle schools. Each coach who attended received instruction from the Cowboys position coaches, lunch with Jerry Jones in the Texas Stadium Club, a gift bag and notebook, and a ticket to a pre-season game.

➤ The **Dallas Cowboys/Gatorade Junior Training Camp** is a 90-minute non-contact youth football clinic for children ages 7 to 14. The clinic includes a 30-minute indoor assembly that focuses on education and teamwork and a 60-minute outdoor clinic that emphasizes fun as the participants run through basic football drills. In 2005, all Arlington elementary schools were eligible to participate.

➤ In 2005, the Dallas Cowboys participated in over 50 **Arlington fundraising events** by contributing items for auctions and raffles. These events touched the lives of many, including the Arlington Arts League, numerous schools and church organizations, Girls Scouts of America, the University of Texas at Arlington and the Arlington YMCA.

➤ In 2005 there were numerous **player, cheerleader and mascot appearances** in Arlington. The appearances were highlighted by a visit from Cowboys linebacker Al Singleton, who presented a \$5,000 check from the Jones Family Foundation to the Arlington Thunder Pop Warner Team as they headed to the league championships in Florida. Singleton also visited Arlington High



School to recognize Head Football Coach Scott Peach as the Bank of America/Dallas Cowboys Coach of the Week (Week 10). In addition, Peach received a \$2,000 check from the Jones Family

Foundation and the Bank of America.

➤ **Dallas Desperados ticket vouchers have been reserved** for students at seven Arlington Elementary and Junior High School.

Through January 2006, 3,015 tickets have been reserved for Arlington students. The Dallas Desperados Arena Football Games are played at the American Airlines Center from January 29 through May 13.





### Conclusion

The Cowboys Complex Development Project continues to push toward the end zone. Land acquisition is approximately 86 percent complete, the stadium construction management team has been announced, and the construction of the stadium will soon begin. These and other development activities are on the horizon, as are many exciting economic opportunities for Arlington. Building a world-class facility takes the cooperative spirit and leadership of all stakeholders and citizens. The City of Arlington and Dallas Cowboys Football Club are committed to making the project a championship success.



The Cowboys Stadium Scoreboard is a quarterly publication published by the Cowboys Stadium Working Group.